

A PROPOSED ORGANIZATIONAL STRUCTURE MODEL OF THE CIVIL SERVICE TRAINING INSTITUTE TO ENHANCE THE QUALITY OF WORKFORCE IN THE PUBLIC SECTOR*

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Abstract: The present research applied a descriptive research method aiming at exploring the current status and desirable status of the organizational structure model of the Civil Service Training Institute (CSTI), and proposing such model to enhance the quality of workforce in the public sector. It employed a case study of CSTI under The Civil Service Commission, Thailand. Informants were 35 CSTI's government officials (71.43 percent), 80 clients from 46 organizations. Interviews were undertaken with 15 experts about policy/strategic vision of management and development of workforce in the public sector, roles and functions towards the organizational structure model of CSTI. Assessment was made on the appropriateness and feasibility of the drafted model. A focus group discussion was carried out among 8 experts to consider the draft model. Research instruments included a questionnaire, interview issues, and model appropriateness and feasibility assessment. Statistical analysis involved frequency, percentage, mean, standard deviation, Priority Need Index (PNI_{modified}) and content analysis.

Results revealed that the overall status of the organizational structure model as currently practiced was at moderate level ($\bar{x} = 3.08$, $S.D. = 0.93$), while the desirable status was at high level ($\bar{x} = 4.16$, $S.D. = 0.78$). For the organizational structure model of CSTI to enhance the quality of workforce in the public sector, it adopted an integrated model of *PAM Organizational Structure Model* (Professional Adhocracy and Matrix Organizational Structure Model).

Keywords: Organizational Structure Model, Components of Organizational Structure, Training Institute Organization Development, Human Resource Development, Workforce in The Public Sector.

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Introduction

Organizational structure that follows strategy offers the total success of the organization (Chandler, 1969). Organizational structure model provides a foundation for executive functioning and a way towards the achievement of objectives. (Thongchai Santiwong, 1992) Management of organizational structure model is a major function of executives who need to make any adjustment when there are changes in policy, key objectives and organizational mission (Mondy et al, 1990). Organizational development in response to changes requires a number of strategies for changes in all aspects including the beliefs, attitudes, values, and structure relevant to the markets, technologies, and challenges that affect such changes. (Bennis, 1969)

Organizational structure model is crucial as a tool for executives to manage their organization towards success. It was aimed to 1) serve as a tool to achieve organization's objectives, that is, structure follows objectives in focus, for example, in learning objective that the organizational structure should be supportive in creating the learning, empowering decision making, team working, and building learning atmosphere; 2) illustrate the line of command; 3) show several groups of task-based activities; and 4) demonstrate the system that connects planning and controlling. (Pimolchan Namawat, 1998)

In response to the policy strategy of Thailand during the past periods, the Office of Civil Service Commission (OCSC) was designated as the center for human resource development and management for the public sector. It concerns with the revision of roles in management of public workforce to suit the current and future missions, the increase of personnel with a range of specific knowledge and competencies, and the support for the entry into ASEAN community. These resulted in an expansion of the target group for public sector workforce development from the original 350,000 government officials to include other types of public sector workforce that make a total of over 2.7 million people. The scope of workforce development requires an expansion in support of the current mission and future changes which can be done by classifying personnel competency development issues into 3 levels, i.e. executive, management, and operation levels. These levels differ in some aspects of knowledge, skills, and competencies of personnel in individual group and position for proper capacity development in their positional levels, job characteristics, and sites (Office of the Civil Service Commission, 2013; Office of the Public Sector Development Commission, 2013; Prime Minister Office, 2013). The Civil Service Training Institute (CSTI) is the core agency responsible for management of human resource development (Civil Service Act, B.E. 2551: section 13).

Apart from those external environmental factors, the management of OCSC also provided a policy recommendation that CSTI should serve as a human resource development agency containing core bodies of knowledge and take roles as both the academic leader and change agent. CSTI should have a clear functioning position and reorganize management system by reducing its role as training organizer while increasing academic role, which will bring about an organizational management structure model that responds to its mission (Office of the Civil Service Commission: 22 May 2013).

The organizational structure of human resource development institute has unique features that differ from other general organizational structures. It is viewed that educational work requires academic freedom and it hence rather employs a professional organizational structure to generate new concepts in teaching and learning management (Hoy & Miskel, 1991; Fayol, 1949 cited in Sergiovanni and other, 1992). However, as an organization under the bureaucracy, such an institute may have to take other suitable form or model for effectiveness and efficiency.

Modeling the organizational structure of CSTI of the OCSC in line with the government policy and strategy on development of public workforce that focuses on quality development and preparedness towards ASEAN community should therefore base on a social holistic approach, value promotion, development of system for effective workforce production, management, and coverage that meet the need for the target groups of workforce. The direction of improving academic institute for public workforce development in the future focuses on its capacity to equip personnel with knowledge, expertise, professionalism, management skill, and ability to apply information technologies, skills in self-learning and development and networks coordination, all at standard level. It is thus necessary to explore the real status of the organizational structure model of personnel training institutes of various organizations in the country and abroad. The result will provide guidelines for developing suitable organizational structure model of CSTI.

According to the review of documents and research relating to the organizational structure model of the CSTI from the past to present, there exists no relevant previous study. The researcher is thus interested to explore the current status and desirable status of organizational management of CSTI, and utilize the result to guide in developing the organizational structure model of CSTI. This offers the guideline for OSCS's executives to further develop and use the model in CSTI given the changing situation.

Research Objectives

There are two objectives for this study:

1. To explore the current status and desirable status of the organizational structure model of the Civil Service Training Institute.
2. To propose the organizational structure model of the Civil Service Training Institute to enhance the quality of workforce in the public sector.

Literature Review

1. Organizational structure model

An investigation was conducted on the theoretical concepts of organization and the organizational structure models in the country and abroad, and the data was brought to the content analysis and synthesis to provide various models of organizational structure based on important attributes. (Mintzberg, 1979; Anderson, 1988; Morgan, 1989; Hoy and Miskel, 1991; Greenberg & Baron, 1997; Gibson et al. 1997; Auaychai Chaba, 1998; Tippawan Lawsuanrat, 2006, Wanchai Mechat, 2006). Based on the conclusion, there were 7 models which include 1) simple structure, 2) machine

bureaucracy, 3) professional, 4) divisionalized form/ network, 5) adhocracies, 6) matrix, and 7) boundaryless.

2. Composition of the organizational structure

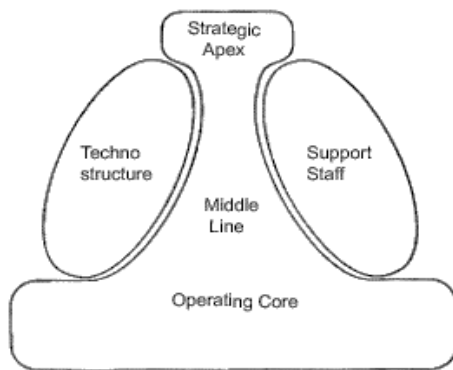
The researcher adopted Mintzberg's (1979) concept in relation to the composition of organizational structure model as a basis for analysis by integrating the elements obtained from the investigation of organizational structure based on theoretical concepts of organizational structure of training institute in the country and abroad, and the organizational structure by law (Mintzberg, 1979; Dessler, 1980; Kast and Rosenzweig, 1985; Morgan, 1989; Hellrigel & Slocum, 1989; Robbins, 1990; Daft, 1986; Gibson et al. 1997; Tippawan Lawsuwanrat, 2006; Office of the Public Sector Development Commission, 2010). The concluding result suggested 4 elements of organizational structure, i.e. 1) key coordinating mechanisms, 2) function of key parts, 3) design parameters, and 4) situational factors

2.1 Key coordinating mechanisms

Key coordinating mechanisms function in supervising for the work to achieve the goal, which can be described in 5 ways: (1) direct supervision, (2) standardization of work, e.g. work manual, (3) standardization of skills, e.g. pre-training, certificate of professional qualification, (4) standardization of outputs, e.g. product or service certified by the organization or committee, (5) mutual adjustment usually found in complicated jobs unable to exactly identify their accuracy by single area of expertise.

2.2 Function of key parts

Organizational structure comprises 5 parts:



Mintzberg's Model

1) Strategic Apex refers to the top manager who acts as the executive to supervise and take responsibilities for the organization's mission in making decision, regulating, formulating policy and strategies, and coordinating between key parts of the organization.

2) Operating core refers to those mainly operating for the products and services, transforming inputs into outputs as the line function of the organization.

3) Middle line refers to middle level managers who coordinate between people in strategic apex and core operating, define

details and differences of works, settle conflicts, analyze and develop the organization, and support the work of the management.

4) Technostructure refers to those technique analysts who help in the analysis work for the adaptation of the organization to changing environment, develop technologies, and identify work details for standardization, plan and control the work.

5) Support staff refers to those who provide support to the production and services for smooth operation, including physical maintenance and human resource development.

2.3 Design parameters

There are 5 parameters involved in various dimensions of the organization.

1) Specialization of jobs comprises horizontal job specialization, i.e. a number of different tasks, and vertical job specialization.

2) Training and indoctrination involves education program to provide work knowledge and skills, training and learning in particular tasks, including personnel indoctrination.

3) Formalization of behavior refers to the work process, with job description, rules and regulations, work model or tool, standardization, and formal communication in writings.

4) Unit grouping involves the system in which positions are clustered under the direct supervision of the same strategic apex, as a mechanism of supervision, share resources, common standardization, and mutual adaptation. Grouping can be based on knowledge, skill, function, work process, length, output, market/clients, and place.

5) Unit size or the number of people in the task. The number of people affects the span of control; greater number of staff, larger span of control, i.e. one superior supervises many subordinates. Reliance on standardization instead of direct supervision is common in large corporates.

6) Planning and control system focuses on performance control with the targets set in advance. Planning and control system also contributes to measurement and evaluation as well as motivation.

7) Liaison devices involve the means of connections across units, direct supervision or standardization, and also as a tool for coordination. Coordination is made through task forces, liaisons across units, and informal communication.

8) Authority and decision making refers to the power of the organization as the structural power relation; formal authorities through the line of command and regulations, which can be described in terms of centralization and decentralization of decision making.

2.4 Situational factors

There are 4 sets of situational factors. 1) Size means to the number of members in the organization. 2) Technologies/sophistication refers to technological devices for work and technical system which include 2 dimensions, i.e. regulations and sophistication. 3) Environment that affects changes in organizational structures including 4 different types: (1) stable structure with little change, (2) simple structure with less association with various factors, (3) complex structure with different associations with various factors, and (4) dynamic structure unpredictable and hence without pattern. 4) Budget.

Conceptual Framework

(See Figure 1 on the next page)

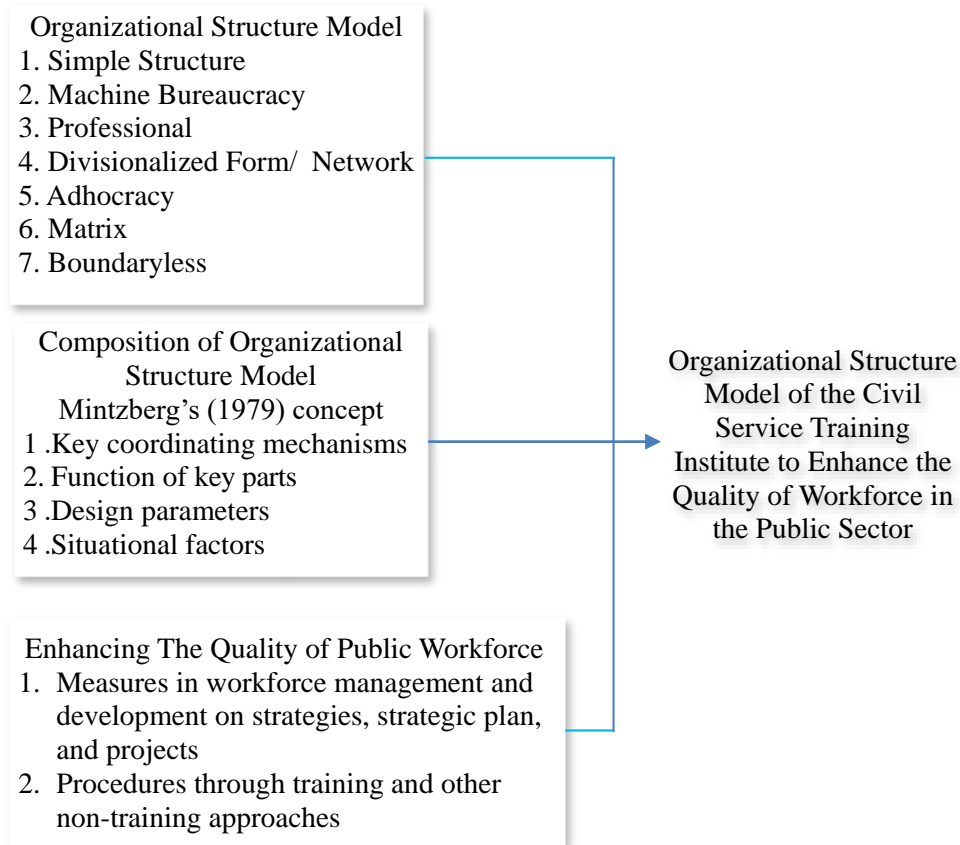


Figure 1: Conceptual Framework of The Study

Method

Participants

The participants are followed:

1) Experts include the Civil Service Sub-Commission (CSSC), executives of the OCSC, Director of CSTI, human resource experts of the OCSC, executives of human resource development organizations, and academicians. Interviews with 15 participants and focus group discussion with 8 participants were undertaken.

2) OCSC' officials include 37 participants (71.43 %).

3) Clients include government officials from several organizations, totaling 80 participants from 46 organizations.

Instrumentation

Four sets of instruments had been developed and used in this research.

1) Expert interview form to explore the opinions and visions on policy/strategy in management and development of public workforce, roles and functions towards the organizational structure model of CSTI.

2) Appropriateness and feasibility assessment of the organizational structure model of CSTI, by experts, using check list and rating scale.

3) Questionnaire for OCSC's officials to acquire their opinions on the current status and desirable status of the organizational structure model of CSTI, using check list and rating scale.

4) Questionnaire for the clients to obtain their opinions on the current status and desirable status on the roles and functions/specialization in service provision of CSTI.

Statistical Approach

Data analysis employed statistics on frequency, percentage, mean (x), standard deviation (S.D.), Priority Needs Index – PNI_{Modified}, prioritization, and weighting method.

Procedure

This research composed of 6 phrases.

Phase 1: Synthesis of the organizational structure models derived from the investigation of organizational structure models in general based on theoretical concepts of organizational structure model of human resource development institutes in the country and abroad, including the public sector's organizational structure by law, to provide the research conceptual framework, and for experts' review.

Phase 2: Exploring the current status and desirable status of organizational structure model of CSTI by using the questionnaire to collect data from 35 CSTI's officials and 80 clients from 46 organizations.

Phase 3: Exploring the needs of organizational structure model of CSTI to enhance the quality of workforce in the public sector by bringing the data from phase 2 to obtain $PNI_{Modified} = (I-D)/D$ and set priorities; the highest value represents the highest needs of development.

Phase 4: Preparing the draft organizational structure model of CSTI by bringing the data from phases 1-3 to analysis and synthesis, and developing the draft model.

Phase 5: Review for the appropriateness and feasibility of the draft model by experts through individual interview and focus group research.

Phase 6: Making revision and proposing the organizational structure model of CSTI to enhance the quality of workforce in the public sector.

Finding and Conclusion

Results were presented based on the research objectives as in the followings.

1. Current status and desirable status of the organizational structure model of CSTI

Results of the analysis on current status, desirable status, and needs of the organizational structure model of CSTI based on the questionnaire data were classified by the key elements of organizational structure, as displayed in Table 1.

(See Table 1 on the next page)

Table 1: Current Status, Desirable Status, and Needs of The Organizational Structure Model of CSTI, in Overall

| Key elements | Current Status | | | Desirable Status | | | Needs | |
|--------------------------------|----------------|-------|------|------------------|------|------|-------------------------|------|
| | \bar{x} | S. D. | Rank | \bar{x} | S.D. | Rank | PNI _{modified} | Rank |
| 1. Key coordinating mechanisms | 2.83 | 0.89 | 4 | 4.20 | 0.79 | 2 | 0.56 | 1 |
| 2. Function of key parts | 3.57 | 0.99 | 1 | 4.41 | 0.73 | 1 | 0.24 | 3 |
| 3. Design parameters | 3.04 | 0.88 | 2 | 4.00 | 0.78 | 4 | 0.33 | 2 |
| 4. Situational Factors | 2.87 | 0.96 | 3 | 4.03 | 0.84 | 3 | 0.33 | 2 |
| Total | 3.08 | 0.93 | | 4.16 | 0.78 | | | |

In Table 1, the overall current status of the organizational structure model of CSTI in practice is at moderate level ($\bar{x} = 3.08$, $S.D. = 0.93$), while the desirable status in overall is at high level ($\bar{x} = 4.16$, $S.D. = 0.78$). Regarding the needs of the model, the key coordinating mechanisms ranked first with $PNI = 0.56$, followed by the design parameters and situational factors, both with equal $PNI = 0.33$.

2. Organizational structure model of CSTI to enhance the quality of workforce in the public sector.

Part 1 Model type: PAM organizational structure model

Results suggested that the organizational structure model of CSTI to enhance the quality of public workforce adopted the PAM organizational structure model (Professional Adhocracy and Matrix Organizational Structure Model) as a hybrid or integrated model of professional structure, adhocracy structure, and matrix structure.

Part 2 Composition of the organizational structure

Based on the investigation, there are 4 key elements of organizational structure.

1) Key coordinating mechanisms involves supervision towards organizational achievement through the standardization of work and skills, as the professional and machine bureaucracy structures.

2) Function of key parts based on the Mintzberg's concept comprises 5 parts. The key parts of CSTI in which 3 parts are significant. (1) Operating Core: Human resource officers (instructor/formulating policies, development strategies /research /establish bodies of knowledge) (2) Strategic Apex: *National Level*;-Government, CSC, *Institutional Level*;- Board of Director, Director, Deputy & Expertise and (3) Techno-structure: Senior Consultants, Committees, Programmers.

3) Design parameters comprises 8 aspects described below:

3.1) Specialization of jobs – It focuses on specialization of different jobs in both horizontal and vertical dimensions. Specialization of jobs of CSTI to enhance the public workforce include the followings. 1) Policy to develop and create self-development culture of the public sector's workforce. 2) Consultancy on human resource development and implementation of training and development of the public workforce in executive and directive levels, and human resource officers. 3) Research/development of body of knowledge/knowledge management on human resource development. 4)

- Development of training programs. 5) Training through e-Learning /Mobile or Application Learning. 6) Information technology for human resource development and audio-visual aids. 7) Training techniques and methods.
- 3.2) Training and indoctrination - Staff are shaped to be human resource officers. They are trained before beginning their jobs as a mean of work standardization, including continuing and intensive trainings by their position levels.
 - 3.3) Formalization – High level of formalization was found as the organization operates under a number of measures, rules and regulations. It is desirable that the work focuses on high level of freedom under minimal control by measures, rules and regulations, or as an organic organization.
 - 3.4) Grouping – Grouping of units is based on knowledge and specialized skills, functions, work process, and outputs.
 - 3.5) Unit size - In a large structure, units should be flat type.
 - 3.6) Planning and control system - It focuses on action plan and performance evaluation of each project (performance control). However, it should maintain policy-oriented work to enable staff development and adjustment upon changing environment. In such an organization, staff should possess multi-skills to handle different situations.
 - 3.7) Liaison devices - The jobs displayed high level of interdependency, coordination and communication across units. Standardization, task forces and coordinators across units were found. It should also focus on collaboration, positive relationship, and mutual assistance with sincerity, guide to prevent error. It is the professional and boundaryless organizational structure.
 - 3.8) Centralization and decision making – The power of decision making is dispersed in the whole system, both vertically and horizontally, and decision making in line along the process is at strategic/policy level as in the plan.
 - 4) Situational factors encompass the followings:
 - 4.1) Size of the organization – It varies, small or large, depending on its roles and missions.
 - 4.2) Technology/sophistication - The organization displayed complexity in both technology and specialization, and technologies are built for more complex work.
 - 4.3) Environment - The organization has stable environment with little change. Its sophisticated environment is characterized by technical complexity. Different challenges should be introduced.
 - 4.4) Budget/management of budget - A parameter variable by organizational structure model of the public sector or other model by law. The investigation suggested common opinions that CSTI should be sponsored by the government to implement its mission in support of the government strategy and OCSC. CSTI should be able to collect revenue from its products and services on a nonprofit basis, and the surplus can be used for extended service efficiency through staff development, development of advanced training technologies in connection with development. Other

possible organizational structure of the public sector by law is SDU (Service Delivery Unit) as a semi-autonomous organization but under the supervision of OCSC.

Part 3 Organization chart of CSTI to enhance the quality of workforce in the public sector

(See Figure 2 on the next page)

In Figure 2, CSTI to enhance the quality of public workforce adopts the PAM Organizational Structure Model (Professional Adhocracy and Matrix Organizational Structure Model) as an organization of integrated or hybrid configurations, i.e. professional with core knowledge, adhocracy with task forces ready to handle changing situation, matrix with mobilization of human resource for competition and innovations. The key elements of this organization are detailed below.

1) Strategic Apex - institutional level

1.1) Board of director: internal and external experts

Roles and functions The Board has the authority to set the development policy/strategic goals and the direction of CSTI's work in short and long terms; designate, supervise, and evaluate the performance of executives, and implement organization's missions. The Board meetings are conducted 1 - 2 times annually.

1.2) Executives: director and deputy directors

Roles and functions The executives have the authority in administration and management concerning the organizational roles and missions, and in response to the client's needs. Their major roles are 1) administration and management under the role/mission/goals of the organization, 2) promoting common understanding of the vision, connecting of works across units within and outside of the organization, 3) developing organizational strategies by giving the policy and identifying detailed and clear strategies for CSTI to be the Center of Expertise (COE) to implement its key mission, as an organization with academic and professional strengths.

2) Technostructure: senior consultants, committee, and programmers

Roles and functions The main duties of techno structure are 1) giving advices/solving problems in relation to technical work, 2) analyzing various techniques that facilitate organization's adaptation to changing environment, 3) identifying the details of work for job standardization. Specialization of consultants vary by the tasks in focus each year.

3) Middle Line

Roles and functions The middle line performs its duty in the analysis and development of the organization, providing support to the management, settling conflicts, and coordinating between the executive and operating levels.

4) Operating Core: human resource officers

Roles and functions Operating core carried out main organizational lines based on the roles, mission, and specialization of CSTI. The investigation suggested that the organization should apply mission-based structure and Strategy -based structure.

4.1) Mission-based structure It focuses on specialization of different jobs in vertical and horizontal dimensions.

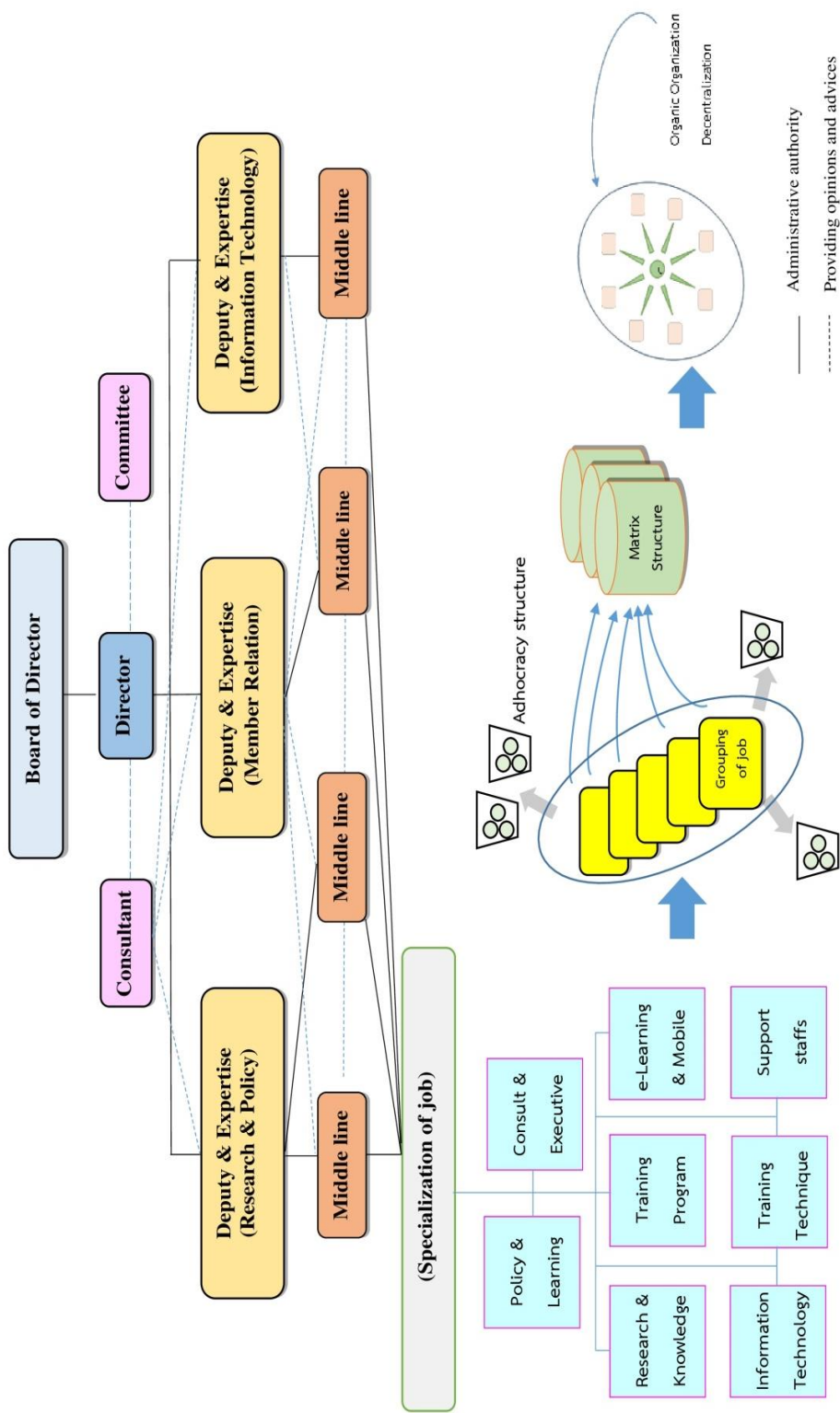


Figure 2: Organizational Structure of CSTI to Enhance The Quality of Workforce in The Public Section

Based on the study and research of data on the roles and missions by law from the Royal Thai Government Gazette, questionnaires for CSTI's officials, government officials from various organizations, and the interviews with experts, it is proposed that CSTI should engage in specialization of the following jobs to fulfill its mission in human resource development as outlined below.

- a) Policy to develop and create self-development culture among the public workforce, determining strategies and direction for HRD, relevant measures.
- b) Consultancy on HRD and implementation of training and development of the public workforce in executive and directive levels, and human resource officers
- c) Research/development of body of knowledge/ knowledge management on HRD
- d) Development of training programs
- e) Training through e-Learning /Mobile or Application Learning
- f) Information technology for HRD and audio-visual aids
- g) Training techniques and methods.

4.2) Strategy-based structure It is characterized by flexibility, constantly changeability or when the job completes. It takes the organizational structure model of ad hoc committee/team, collaborative works of intra- and inter-organizations, in the country and abroad, in a so-called adhocracy structure in which academic knowledge is exchanged. It also applies matrix structure in which human resource is mobilized to work together in different jobs. To prevent potential problems, job priorities are identified, the division of jobs is clear. Indicators of success in policy/innovation missions are established.

5) Support Staff

Roles and functions Support staff functions in general coordination, facilitation, management, including budget clearance. They take actions to reduce uncertainty/risks and identify work details in administration and management to support professional work.

Grouping by work process and function is done before, during and after the implementation of projects.

Part 4 Conclusion

Assessment of the model by experts indicated the appropriateness and feasibility of every key element of the structure at high to highest levels, as in the summary result follows.

1) The type of organizational model is appropriate and feasible as PAM, with P is the heart of the organization; a key part indicating an organization synthesized as professional with leadership, compact, and standardization, leading to quality and standard of workforce; A is the heart of teamworks, committees in a prompt situation, with innovations; and M is the legs of the organization called matrix by which collaborative works are established among networks.

2) Key coordinating mechanisms are comparable to the objectives of this organizational structure model which refers to the supervision to achieve organizational goals through standardization of works and skills.

3) Significant parts of the model are operating core, strategic apex, and technostructure as deemed crucial for a professional organization. Technostructure

and strategic apex in the organization as the Center of Expertise (COE) will strengthen the academic and professional roles of the organization.

4) The presence of the Board of Director is considered suitable as they determine the direction for CSTI development.

Discussion and Recommendation

1. Theoretical organizational structure model

Study on the organizational model of CSTI to enhance the quality of workforce in the public sector suggested the appropriateness and feasibility to adopt PAM Organizational Structure Model (Professional Adhocracy and Matrix Organizational Structure Model) as it is an integrated or hybrid structure of professional, adhocracy, and matrix. Moreover, considering other configurations, it is noted that the boundaryless structure also has interesting dominant features as it seeks to break down barriers and eliminates geographical boundaries, operates by a strategic alliance system, offers connection system between the clients and organization through telecommunity, reduces direct supervision, uses functional teams and gives each team high level of decision making authority, and relies on data and information technologies (Technology-based organization) . It is a modern organizational structure model relevant to the current digital age as suggested by Greenberg & Baron (1997). It is therefore an interesting alternative to be applied by CSTI as one of its organizational structure for development strategy to enhance public sector's workforce.

2. Appropriateness of PAM Organization Structure Model based on theories and feasibility

Appropriateness PAM organizational structure model is considered appropriate for CSTI as it is an integrated structure of professional with core knowledge, adhocracy with committee/teamwork, and matrix that is responsive to CSTI's policies/strategies/missions to transform the government policy into concrete actions. It follows the study of Mintzberg (1979) and Morgan (1986) on the dominant characteristics of organizational structure.

Feasibility In overall, the feasibility of PAM structure is at high level. However, considering the current status of CSTI organizational structure in a number of its elements, it was found inconsistent with PAM model in terms of professional configuration. In key coordinating mechanisms, for example, supervision is mainly under the superiors, and the key part is strategic apex, with high level of control, line of command, and centralization as in bureaucracy structure. The possibility of PAM structure or professional structure requires the revision of all these elements accordingly which depends on the top executives of CSTI and it takes time to instill and accumulate such common organizational culture. Hoy and Miskel (1991) had pointed out in their study on education organizational structure the association of 2 types of structures, i.e. bureaucracy and professional and they referred to it as semiprofessional bureaucracy structure. Disagreements existed in such association involving the freedom of decision making based on technical competency and specialization and the line of command including the incompatible capacities of both

the professional and bureaucracy organizations. From the analysis of organizational structure, they created 4 types of models, i.e. weberian bureaucracy, authoritarian, professional, and chaotic. If an educational organization concentrates too much on bureaucracy, it will turn to be authoritarian, i.e. highly bureaucratic, less professional. The authority relies on positions, with highly use of rules and regulations. Responsibilities follow the line of command. On the contrary, professional organization focuses on shared opinions and decision making among top executives and professional specialists who play crucial roles in making important decision of the organization in the knowledge-based process.

In conclusion, it can be seen that PAM organizational structure is suitable for the administration of modern organization. It should not fix to any single structural model but take one main type and integrate another ones as deemed appropriate that allows for flexibility and adjustment to changing situation. Staff should have multi-skill to serve changing tasks but possess certain specialty as a strength of professional organization. Therefore, the possibility and success conditions lie upon the decision of the organization's executives to make adjustment and define congruent elements of the organization.

3. The concept towards special public organizational model

Special public organizational model: Service Delivery Unit (SDU) as a semi-autonomous organization under the supervision of original affiliation is a concept that offers increased flexibility of CSTI regarding the budget, technological investment, recruitment of top experts, professional strengthening, and satisfying the needs of clients in providing extensive and diverse services in training and development services.

However, the present study showed that CSTI as a policy-oriented organization remains its important roles in the promotion and development of public workforce in the same direction and this is supposed to be the task of public organization, hence less likely for CSTI to become SDU.

In the researcher's opinion, since the mission of CSTI as a policy-oriented organization is to promote and develop public workforce, it should reduce the training role and increase its role in research, academic, consultancy, and policy monitoring. Budget support is also important but depends on budgetary management of the government.

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